

CALIFORNIA OCCUPATIONAL GUIDES



LODGING MANAGERS



WHAT DOES A LODGING MANAGER DO?

Inns for travelers have done business since ancient times. By the late fifteenth century, inns evolved into establishments that offered dining and bathing facilities. Railroad travel created a greater need for hotels in the nineteenth century, but only a few offered luxuries resembling those offered by today's hotels and inns. As highways crisscrossed the nation, motor lodges sprang up to capitalize on the developing mobility of American families. With modern interstate highway systems, chain-operated motels replaced the motor lodge.

LODGING MANAGERS direct and coordinate activities in the day-to-day operation of their facilities. This includes activities of the front office, kitchen, and dining rooms, as well as departments such as housekeeping, accounting, and purchasing. They set or maintain

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standards for personnel administration and performance, service to patrons, room rates, advertising, publicity, and audits. Handling problems and coping with the unexpected on a daily basis is an important part of the job.

Hotel size and type determine the scope of the manager's duties. In a large hotel where the job is mainly administrative (general manager), they coordinate the activities of the various department heads or delegate responsibilities to appropriate managers. These include convention managers who organize and coordinate staff and convention personnel for meetings to be held in the hotel; food managers who coordinate menu planning, purchasing, and preparing food; personnel managers in charge of hiring; front office managers who oversee room reservations and guest greeting; executive housekeepers who oversee the cleaning staff; security managers who coordinate security staff and make sure that rooms, hallways, and lobbies are secure; hotel facilities recreational managers who take charge of making fun activities available to guests; and sales managers who promote the maximum use of hotel facilities.

Some large hotel and motel chains centralize activities such as purchasing and advertising to the extent that individual branches do not need managers for these departments. In chain-operated hotels and motels, room rates and credit policies are set at corporate level. Managers of small or medium-sized hotels, who are often owner-operators, have more of a direct supervisory responsibility over all functions. Unlike managers in large hotels, they may take a direct role in the hiring process. They may also perform relief work in various activities such as inspecting rooms, setting up tables, and otherwise filling in wherever needed.

Lodging Managers perform the following tasks:

- Coordinate front-office activities of hotel or motel and resolve problems.
- Answer inquiries pertaining to hotel policies and services and resolve occupants' complaints.

- Confer and cooperate with other department heads to ensure coordination of hotel activities.
- Interview and hire applicants.
- Assign duties to workers and schedule shifts.
- Purchase supplies and arrange for outside services, such as deliveries, laundry, maintenance and repair, and trash collection.
- Receive and process advance registration payments, send out letters of confirmation, and return checks when registration cannot be accepted.
- Show, rent, or assign accommodations.
- Collect payment and record data pertaining to funds and expenditures.
- Greet and register guests.
- Arrange telephone answering service, deliver mail and packages, and answer questions regarding locations for eating and entertainment.
- Observe and monitor performance to ensure efficient operations and adherence to facility's policies and procedures.
- Inspect guestrooms, public areas, and grounds for cleanliness and appearance.

WHAT SKILLS ARE IMPORTANT?

Important skills, knowledge, and abilities for Lodging Managers include:

- Service Orientation – Actively looking for ways to help people.
- Speaking – Talking to others to effectively convey information.
- Coordination – Adjusting actions in relation to others' actions.
- Management of Personnel Resources – Motivating, developing, and directing people as they work, identifying the best people for the job.
- Social Perceptiveness – Being aware of others' reactions and understanding why they react as they do.
- Administration and Management – Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling,

leadership technique, production methods, and coordination of people and resources.

- Customer and Personal Service – Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- Personnel and Human Resources – Knowledge of principles and procedures for personnel recruitment, selection, training, compensation and benefits, labor relations and negotiation, and personnel information systems
- Clerical – Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, stenography and transcription, designing forms, and other office procedures and terminology.
- Economics and Accounting – Knowledge of economic and accounting principles and practices, the financial markets, banking, and the analysis and reporting of financial data.
- Sales and Marketing – Knowledge of principles and methods for showing, promoting, and selling products or services. This includes marketing strategy and tactics, product demonstration, sales techniques, and sales control systems.
- Oral Comprehension – The ability to listen to and understand information and ideas presented through spoken words and sentences.

WHAT'S THE WORK ENVIRONMENT?

The tempo of work varies in lodging facilities; residential hotels in outlying districts operate at a slower pace than large commercial ones. The job of hotel manager is both physically and mentally demanding. Problems arise constantly and managers must maintain smooth operation of the establishment while satisfying all of the clientele.

Union Membership

There has been little or no unionization of this occupation.

WHAT'S THE CALIFORNIA JOB OUTLOOK?

The following information is from the occupational projections produced by the Employment

Development Department (EDD) Labor Market Information Division (LMID):

Lodging Managers

Estimated number of workers in 2002:	2,900
Estimated number of workers in 2012:	3,100
Projected Growth 2002-2012:	6.9%
Est. openings due to separations by 2012:	500

These figures do not include self-employment.

This occupation will grow slower than average compared with all occupations in California. Growth in the hospitality industry, combined with replacement needs for workers leaving the occupation, will create 700 job opportunities during the ten-year projection period.

Trends

Although the lodging industry suffered a serious set back due to fear of terrorist attack, hotel and motel reservations and occupancy have been slowly returning to normal levels.

WHAT DOES THE JOB PAY?

California Earnings

The following information is from the Occupational Employment Statistics Survey of Employers by EDD/LMID:

Lodging Managers 2005 Wages

Hourly wages range from	\$15.29	to	\$27.83
Average hourly wage	\$23.90		
Average annual wage	\$49,694		

These figures do not include self-employment.

Hours

Regular hours and work schedules are hard to establish and maintain for management staff, but long hours and work that usually includes evenings, holidays and weekends are common to this industry.

Benefits

Generally, vacation, sick leave, and medical insurance plans are included in the employee benefit package. Perks for Lodging Managers can

be quite good, depending on where they work. Lodging Managers can get bonuses of up to 25 percent of their salary, in addition to free or discounted lodging at other hotels, meals, and laundry services are sometimes provided.

HOW DO I PREPARE FOR THE JOB?

Education and Training

Most recent hires have a bachelor of arts or an associate of arts degree in hotel administration. Many graduates start in front offices or accounting departments or as assistant to a department manager. Several California universities and community colleges offer two and four-year hotel management programs. In schools not offering a degree program in hotel administration, recommended courses are business administration, law, labor relations, and economics.

To locate educational programs for Lodging Managers use www.cpec.ca.gov/collegeguide/collegeguide.asp.

Licensing and Certification

The American Hotel and Motel Association offers a program of professional certification to employees in the industry. One can gain the designation of Certified Lodging Manager from the Association by either presenting a two-year hospitality degree from an accredited institution or by successful completion of the Educational Institute's Hospitality Management Diploma. The diploma course work includes study of managing front office operations, managing housekeeping operations, hospitality facilities management and design, managing hospitality human resources, and supervision in the hospitality industry.

Continuing Education

There are no formal continuing education requirements for Lodging Managers.

HOW DO I FIND THE JOB?

Direct application to employers remains one of the most effective job search methods. Most Lodging Managers are employed in the hotel and motel industry.

Search these **yellow page** headings for listings of private firms:

- Hotels
- Motels
- Resorts
- Hotel Management
- Hotel & Motel Consultants

The following Internet resources can be helpful to the job search process:

America's Career InfoNet
www.acinet.org

America's Job Bank
www.ajb.dni.us

CalJOBSSM
www.caljobs.ca.gov

Job Search and Resume Writing
www.worksmart.ca.gov/success_tips_menu.html

Local Job Service Offices
www.edd.ca.gov/jsrep/jsloc.htm

Occupational Information Network (O*NET) Online
<http://online.onetcenter.org>

One-Stop Career Centers List
www.edd.ca.gov/ONE-STOP/pic.htm

For statewide and local projections, wages, employers by county, and other occupational information go to www.labormarketinfo.edd.ca.gov and select *Find an Occupation Profile*.

WHERE CAN THE JOB LEAD?

With enough hotel experience, along with recommended education, and training, Lodging Managers have the opportunity to promote into positions as Hotel Administrators.

OTHER SOURCES OF INFORMATION

The California Hotel & Lodging Association
 P.O. Box 160405
 414 29th Street
 Sacramento, CA 95816
 (916) 444-5780
 (916) 444-5848
www.chma.com

The American Hotel & Lodging Association
 1201 New York Avenue NW, Suite 600
 Washington, DC 20005
 (202) 289-3100
www.ahma.com

The Educational Institute of the
 American Hotel & Lodging Association
 800 North Magnolia Avenue, Suite 1800
 Orlando, FL 32803
 (800) 752-4567
www.ei-ahlia.org

CA Division of Apprenticeship Standards
 For the closest district office, visit
www.dir.ca.gov/DAS/das.html

RELATED OCCUPATIONAL GUIDES

Food Service Managers No. 503

OCCUPATIONAL CODE REFERENCES

SOC (*Standard Occupational Classification*)
 Lodging Managers 11-9081

O*NET (*Occupational Information Network*)
 Lodging Managers 11-9081.00

OES (*Occupational Employment Statistics*)
 Food Service and Lodging Managers 15026